



Committee on Administration, Buildings and Grounds

Board of Visitors
September 28, 2023

A.
Capital Plan
Updates
(Information)

B.
Debt
Authorizations
(Action)

C.
University
Succession
Plan
(Action)

D.
Key
Performance
Indicators
(Information)

Evolve to Excel: Optimize places, workflows and systems

- Modernize our campus — dining, dorms, classrooms and other learning spaces
- Attract and retain outstanding employees and students to further our mission
- Create a financial model that ensures an exceptional W&M experience



Delivering the most personal learning experience of any public university in the nation

A. Capital Plan Updates

Comprehensive Campus Plan

- 10-to-100-year campus plan update commissioned in July 2023 by President Rowe
- Leads to and supports university reaccreditation in 2025-2026
- A comprehensive framework plan supported by three (3) major component plans:
 - **Learning Spaces Plan**, 10-year horizon
 - **Housing & Dining Plan**, 10-year horizon
 - **Landscape (Land Management) Plan**, 100-year horizon
- Board of Visitors oversight through DRB and Committee on ABG, before coming for full board approval early in FY26.



B. Debt Authorizations

Resolutions 12 and 13: Debt Authorization & Reimbursement

- Financing Authorization Resolution 12 allows W&M to participate in a bond financing through the state for up to \$22.85M as needed for renovations to dormitories.
- Reimbursement Authorization Resolution 13 allows W&M to be reimbursed with the bond proceeds for project-related expenses incurred prior to the sale.

Resolutions 14 and 15: Debt Authorization & Reimbursement

- Financing Authorization Resolution 14 allows W&M to participate in a bond financing through the state for up to \$24.35M as needed for Muscarelle construction and renovations as well as renovations to Kaplan Arena and construction of the Sports Performance Complex.
- Reimbursement Authorization Resolution 15 allows W&M to be reimbursed with the bond proceeds for project-related expenses incurred prior to the sale.




C. University Succession Plan – DHRM Workforce Planning Report

Annual State Reporting Requirement

- Code of Virginia § 2.2-1209 directs higher education institutions to present plans to the BOV and submit to the Virginia Department of Human Resource Management (DHRM)
- Requires approval by the BOV and signatures of the President and CHRO
- As directed by DHRM, the plan focuses on:
 1. mission critical positions,
 2. employees nearing retirement, and
 3. executive positions

Key Take-Aways

- 2480 filled positions between William & Mary and VIMS, an increase of 80 filled positions from FY23.
- Just over 11% of all positions are eligible for retirement, a 1 percentage point increase from FY23.
 - 5 executive positions are eligible for retirement, up from 4 in FY23
- No areas of high risk identified
 - Medium risk across all four key areas: continuity of operations, recruitment, retention & engagement, and workforce development



D. Key Performance Indicators (Management Tools Example)

Management Tools & Controls Example

- Business Affairs is charged with operations of the physical campus, procurement of goods and services to support all academic and business operations, and planning for future campus needs of William & Mary.
- I, along with my leadership team, track a multitude of data and metrics as well as utilize a variety of management dashboards to manage the business on a quarterly and annual basis.
- These data and metrics are refined and roll up to strategic measures tracked at the executive level of the university by the President and her staff.

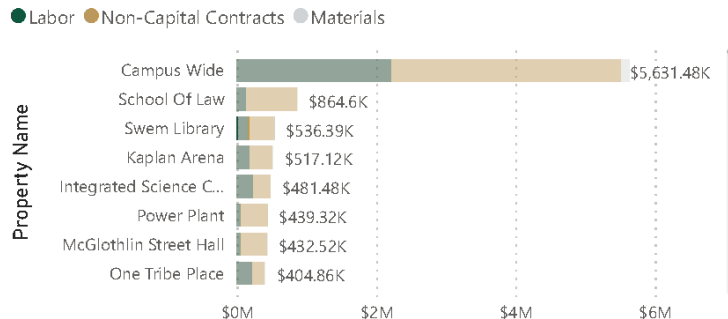
Granular data - Example

Property Costs Breakdown - FAMIS

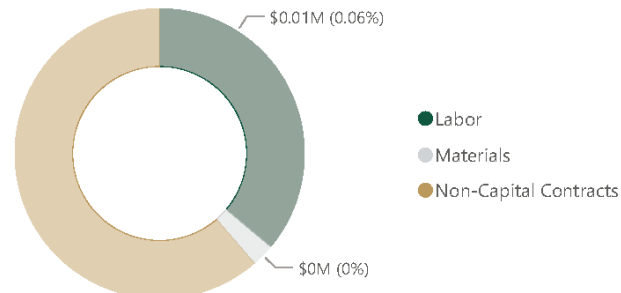


Property Name	Labor	Non-Capital Contracts	Materials	Total A
Building Systems	\$136,555.45	\$341,414.35	\$2,496.44	\$480,466.24
STD	\$132,893.61	\$332,941.58	\$2,496.44	\$468,331.63
D30	\$88,285	\$262,359.1	\$1,256.27	\$351,900.37
* HVAC (Controls & Instrumentation) – D30	\$3,387.27	\$131,766.91	\$0	\$135,154.18
* HVAC (General) – D30	\$42,065.7	\$50,659.49	\$1,213.92	\$94,939.11
* HVAC (Heat Generating Systems) – D30	\$19,067.37	\$28,693.02	\$33.4	\$47,803.81
* HVAC (Cooling Generating Systems) – D30	\$5,142.36	\$41,551.28	\$8.95	\$46,702.59
* HVAC (Building Automation) – D30	\$18,622.3	\$9,688.4	\$0	\$28,310.7
D20	\$16,503.43	\$31,388.84	\$780.24	\$48,672.51
* Plumbing – D20	\$16,503.43	\$31,388.84	\$780.24	\$48,672.51
D50	\$10,656.37	\$21,453.09	\$351.78	\$22,461.24
* Electrical (Building Service) – D50	\$10,656.37	\$21,453.09	\$351.78	\$22,461.24
G40	\$4,889.23	\$8,950.76	\$108.15	\$13,948.14
* Electrical (Site Lighting) – G40	\$4,080.17	\$6,650	\$108.15	\$10,838.32
* Electrical Distribution (Site; Other) – G40	\$567.06	\$2,300.76	\$0	\$2,867.82
* Communications & Security – G40	\$242	\$0	\$0	\$242
G30	\$9,609.2	\$650.06	\$0	\$10,259.26
* Heating Distribution Utility – G30	\$9,609.2	\$650.06	\$0	\$10,259.26
D40	\$2,000.39	\$8,139.73	\$0	\$10,140.12
* Fire Protection – D40	\$2,000.39	\$8,139.73	\$0	\$10,140.12
D10	\$949.99	\$0	\$0	\$949.99
* Elevators & Lifts (Conveying Sys) – D10	\$949.99	\$0	\$0	\$949.99
PM	\$3,661.84	\$8,472.77	\$0	\$12,134.61
Building Structure	\$9,845.4	\$38,796.51	\$916.92	\$49,558.83
STD	\$9,845.4	\$38,796.51	\$916.92	\$49,558.83
C30	\$1,989.21	\$16,302.57	\$10.35	\$18,302.13

Labor, Non-Capital Contracts, Materials and Total Amount by Property Name



Labor, Materials and Non-Capital Contracts



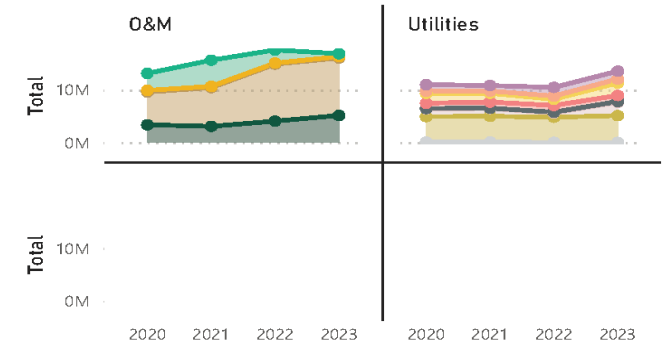
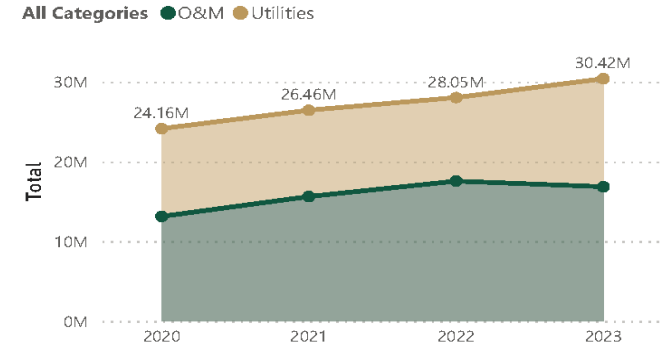
Supervisor data - Example

YOY Property Costs Trends - Banner

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Property Name	2020	2021	2022	2023	Total
* Campus Wide	3,362,933.51	5,250,877.56	2,322,381.97	502,111.04	11,438,304.08
* One Tribe Place	819,658.16	1,236,004.21	1,673,202.61	1,882,727.62	5,611,592.60
* Swem Library	866,966.67	1,307,577.55	1,961,958.24	1,282,131.75	5,418,634.21
* Integrated Science Center	1,112,624.45	1,292,685.42	1,263,291.27	1,507,698.82	5,176,299.96
* School Of Law	507,881.29	596,289.79	1,248,121.31	1,467,449.47	3,819,741.85
* Kaplan Arena	874,455.63	682,339.71	928,108.71	977,307.44	3,462,211.48
* Miller Hall	485,535.69	516,015.26	633,277.69	621,820.61	2,256,649.26
* Sadler Center	394,772.58	450,844.93	575,644.89	800,178.12	2,221,440.52
* Power Plant	258,953.05	449,748.40	438,351.16	764,208.21	1,911,260.81
* School Of Education	374,189.15	417,403.48	536,332.67	411,461.44	1,739,386.73
* Campus Center/ Unity Hall	371,475.10	439,763.48	380,948.00	380,203.30	1,572,389.88
* Zable Stadium	357,604.10	312,682.15	335,248.92	553,766.84	1,559,302.01
* Parking Deck	357,763.40	356,747.76	359,779.59	449,524.04	1,523,814.79
* Student Recreation Center	353,773.58	323,369.89	318,200.37	508,297.37	1,503,641.21
* McGlothlin Street Hall	187,722.50	228,994.71	218,557.67	754,165.63	1,389,440.52
* Small Hall	287,013.48	338,264.69	336,982.60	365,995.60	1,328,256.37
* Dupont Hall	256,689.33	220,081.94	275,136.15	559,746.31	1,311,653.73
* Blow Memorial Hall	311,360.67	272,896.73	326,181.41	394,018.14	1,304,456.96
* Yates Hall	261,671.61	240,777.74	411,974.74	388,860.45	1,303,284.54
* Plumeri Field	294,269.83	289,789.23	280,575.82	373,112.19	1,237,747.07
* James Blair Hall	276,693.31	268,955.35	312,418.64	286,100.09	1,144,167.39
* Jefferson Hall	256,566.42	136,447.00	141,975.71	563,365.53	1,098,354.66
* Phi Beta Kappa Hall	142,673.93	261,859.87	282,779.11	365,771.78	1,053,084.70
* Commons Dining Hall	188,226.63	239,030.75	284,922.24	336,138.64	1,048,318.25
* Wren Building	210,661.71	375,897.31	167,061.81	277,568.79	1,031,189.61
* Hardy Hall	186,770.17	194,466.89	267,852.86	361,364.35	1,010,454.27
* Cabell Hall	566,889.43	176,253.55	120,947.37	78,126.45	942,216.81
* Alumni House	208,607.02	255,004.46	237,952.59	220,330.58	921,894.64
Total	24,157,539.28	26,464,755.22	28,051,941.46	30,422,837.60	109,097,073.56

FY: Multi... | Fnd: All | Prop Name: All | All Categori...: Multiple se...



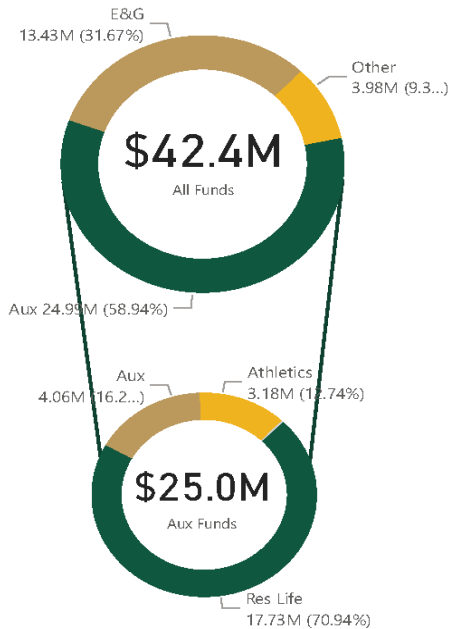
Management data & metrics - Example

Property Costs Executive Summary

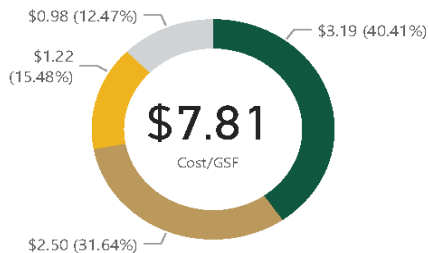
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FY: 2023 | Property: All | All Categories: All

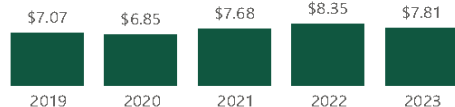
Property Costs by Fund Type



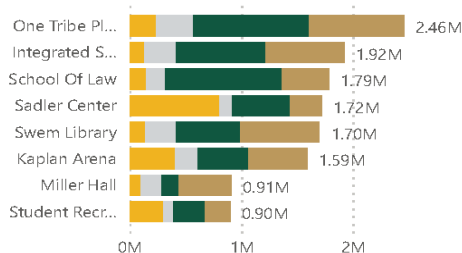
Property Costs by All Categories by GSF



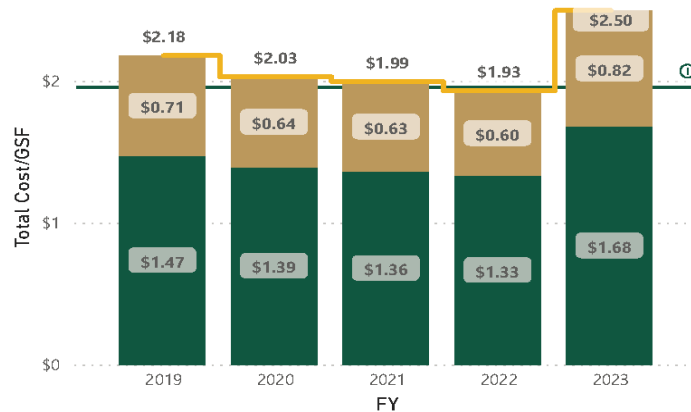
All Categories by Year



Property Costs by Type

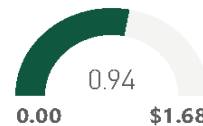


Utility/Energy Costs by GSF

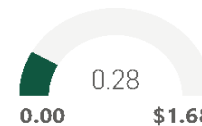


Energy Category

Electricity Costs by GSF



Water/Sewer Costs by GSF



Nat Gas/Propane Costs by GSF



GSF = 5.43M



Action Materials

Resolutions 12 - 15

Resolution 12: 9c Debt Issuance – Renovate Dormitories

Resolution 13: 9c Reimbursement Authorization –
Dormitories

Resolution 14: 9d Debt Issuance – Muscarelle & Athletics
Complex

Resolution 15: 9d Reimbursement Authorization –
Muscarelle & Athletics Complex

Resolutions 16 - 18

Resolution 16: Signature Authority

Resolution 17: University Succession Plan – Report to Virginia Department of Human Resource Management

Resolution 18: VIMS ESL Property Transfer to Hampton Roads Sewer District



KPI Discussion



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